



Connected Teamwork.

Thriving Together

CONNECTED TEAM JOURNEYS

**GROWTH
LEADERS**
— NETWORK —





Having worked with hundreds of teams over the years, we noticed one component that helps great teams succeed and last – it is their connectedness with their authentic selves and each other. It goes beyond IQ and EQ.

We call it:

**Connectedness
Quotient**



Connectedness Quotient



In today's hybrid world, developing connectedness has become easier and harder at the same time:

Easier

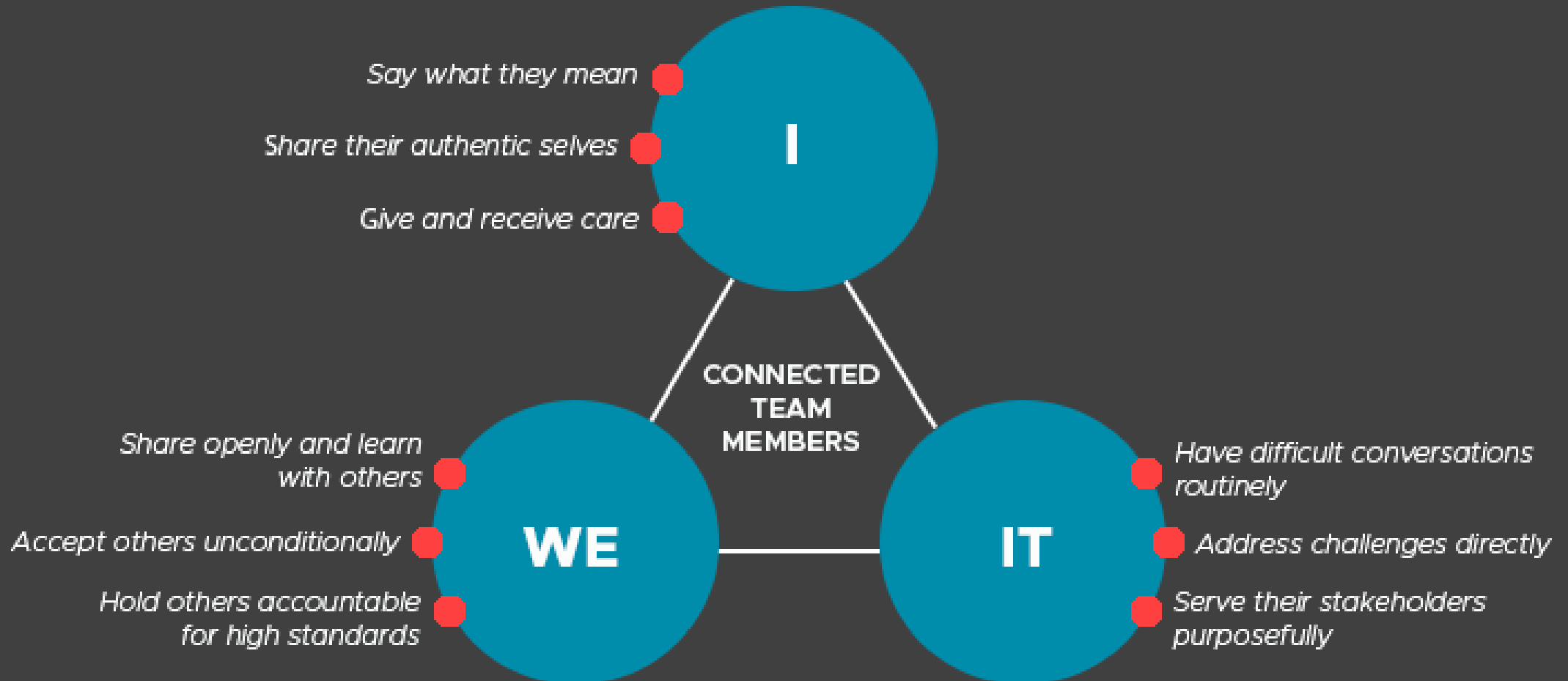
Ability to connect to each other any time, anywhere

Harder

High workload, stress, societal polarization and hybrid



In our work we focus on developing team connectedness on **three dimensions** that support each other: I(self), We(relationship) and It(task)



Team Development Journeys typically include 5 stages.



1. Mirror Purpose & Culture Session

- Define overall purpose for the team (why do we exist);
- Define highest aspiration business goals;
- Define culture growth opportunity: What are the old unconscious norms that no longer serve us (FROM) and what are new ones we wish to adopt (TO)?



2. Leading Self – “How do I role model?”

- Learn to become aware of the connection between mindsets, behaviors and results in your work;
- Become aware of potentially limiting mindsets and behaviors and how to transform them;
- Become aware of potentially strengthening mindsets and behaviors and how to leverage them;
- Learn how to help yourself and others to use every moment as a Growth Opportunity;
- Learn how to share your learning journey to inspire others.



3. Leading Together – “How do we lead together?”

- Learn to apply new mindsets and behaviors in all types of conversations;
- Learn to build trust moving through challenge together;
- Become aware of and learn to interact with individual preferences, values and styles.



4. Leading Others – “How do we support others?”

- Learn to coach others one-on-one and many to lead and work in the new way;
- Learn to hold each other accountable;
- Learn how to inspire connectedness in teams.



5. Leading System & Setting up for the Ongoing Journey – “How do we create a self-learning organization?”

- Learn how to lead one-to-many with your mindset, behaviors and stories;
- Decide which Symbolic Bets you will put energy behind to let the org know that the new way is here to stay;
- Make a Personal and Team Leadership Credo about the what, why and how of the new way;
- Create a Transformation Plan to keep the team and the organization growing in mindsets and behaviors.

One of the first steps in a developmental journey is to align on the **current** and **aspired** mindsets and behaviors.

<i>From</i>	<i>To</i>
Reactive, urgent, shotgun	Deliberately paced and programmatic
Talking our talk	Bravely translating & walking our talk
Fast-talking individualism	Active listening & relationship building
Blindly doing	Meaningful action
Short-term win focused	Longer-term needs focus with humility
Command & control by numbers	Adaptively working for purpose
Doing everything	Boldly focusing on what really matters
Blaming others for confusion	Creating clarity
Knowing my answers	Learning first

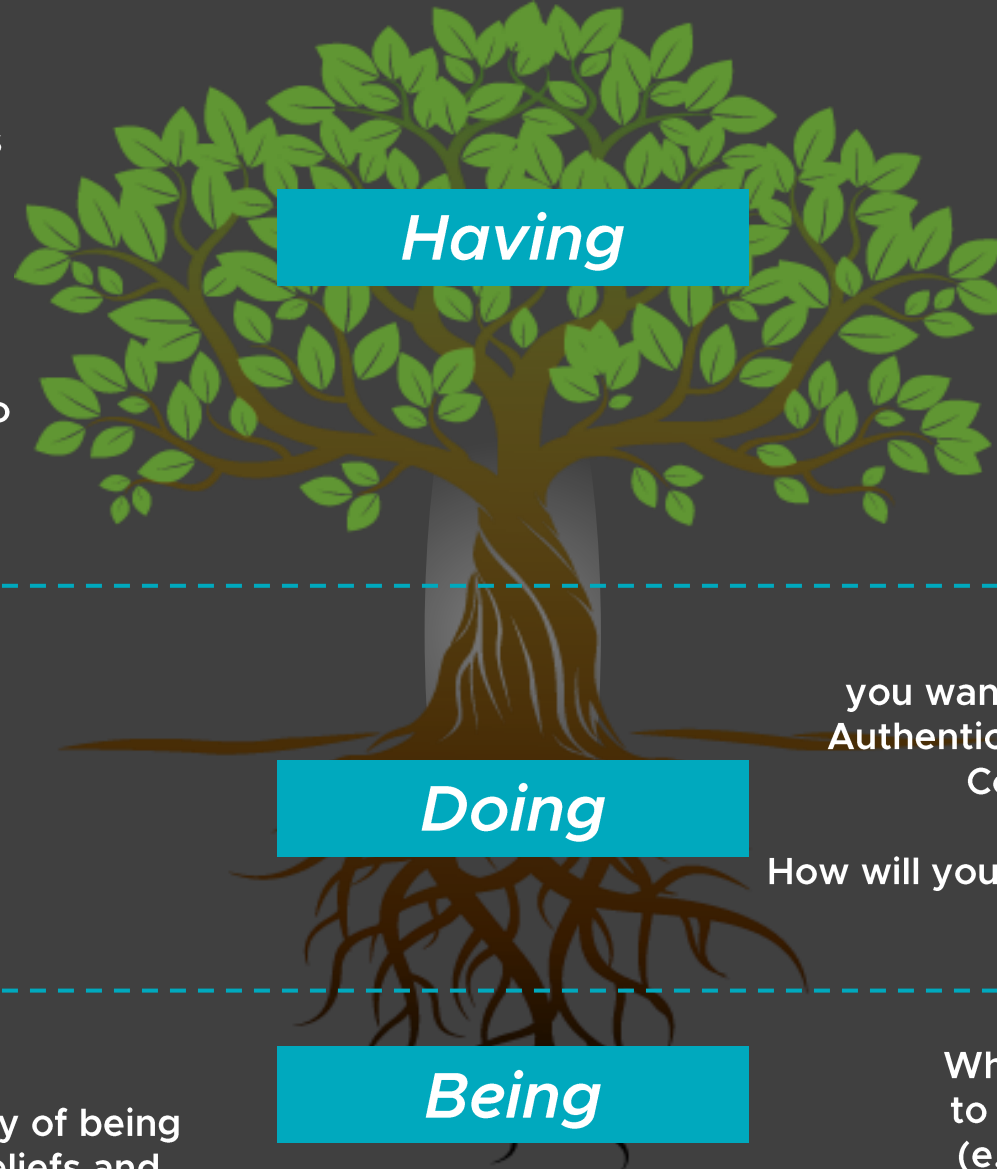
Example



During the journey, we address **three levels of development**

What is the contribution of this team that is greater than the sum of the parts? Three dimensions:

- It: Task – tangible goals to achieve
- We: Relationships – trust, collaboration and community to build
- I: Fulfilment – engagement and buy-in to foster



Having

What are the new behaviors you want to cultivate? (E.g.: Purposefulness, Authentic Communication, Leading as Coach, Constructive Negotiation, Impeccable Coordination)

How will you role model these, coach others and hold accountable?

Doing

What are the behaviors that stand in the way of being a higher trust, more collaborative, purposeful team?

What is the true purpose of the team?

What are the mindsets that stand in the way of being One Team? What are the limiting values, beliefs and fears that hold these mindsets in place?

Being

What are new mindsets the team wants to adopt to be a High Performing Team (e.g., Mastery, Growth, Tree vs Branch, Humility, Zero-Pedestals, Values vs Fear Based)?

To make sure the change is here to stay, we work at the **root causes** of human development.



Working on the causes breaks through the learn-forget-learn-forget cycle



Behavior

Thought

Feeling

Belief

Need

Fear

Identity



Also, in our team development journeys we help teams become skilled at increasing their connectedness during the **12 Team Defining Moments**:



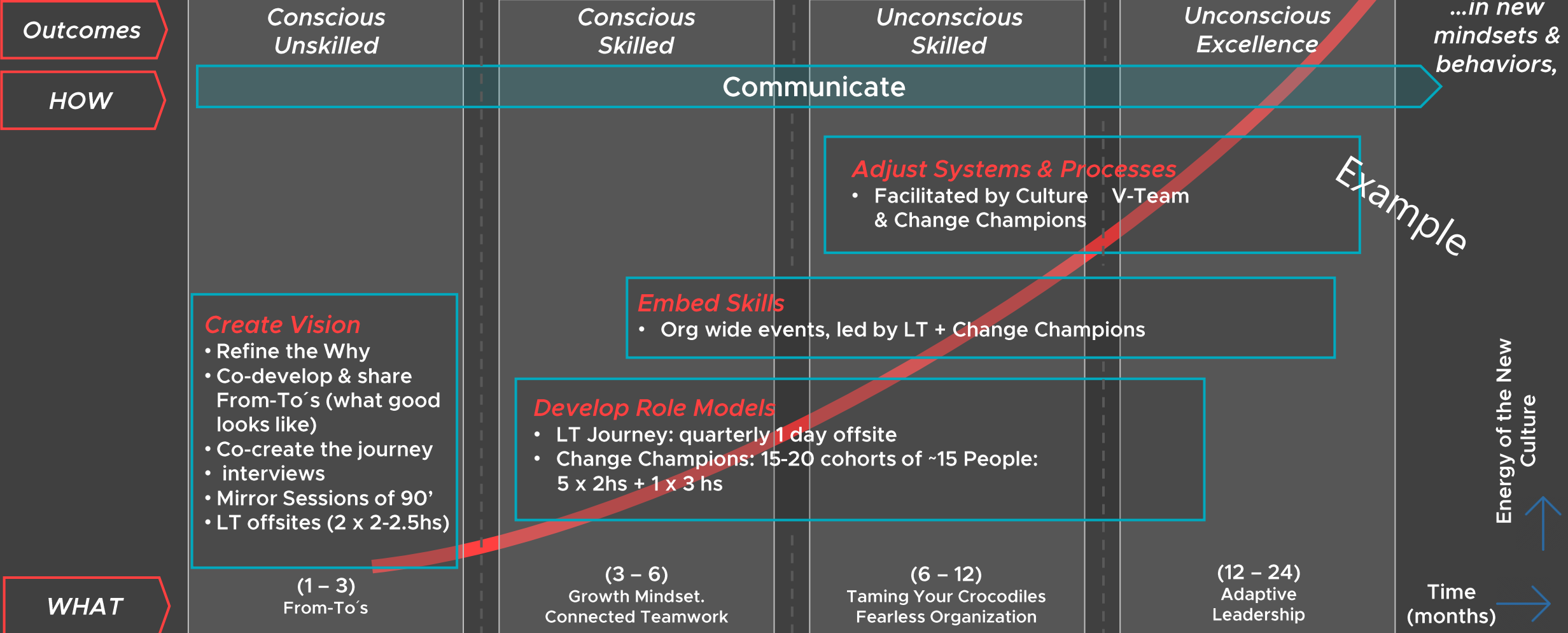
12 MOMENTS

FROM: less connected

TO: more connected

1. <i>Celebration and appreciation</i>	<i>Episodic, forced and non-specific</i>	<i>Often, specific, authentic, with gratitude (share good mornings, thank you's)</i>
2. <i>Getting to know each other</i>	<i>Only my business persona</i>	<i>Sharing my true self (human-to-human)</i>
3. <i>Goal setting</i>	<i>Non-specific and not aligned</i>	<i>Inspiring, aligned and SMART</i>
4. <i>Serving together</i>	<i>Taking for granted, mechanical</i>	<i>Deeply enjoying flow and appreciating others</i>
5. <i>Group reflection & learning</i>	<i>Limited and only when asked</i>	<i>Continuously looking for learning</i>
6. <i>Making decisions</i>	<i>Spontaneous, personality driven</i>	<i>Aligned decision rules (I decide/I decide we discuss/we decide we discuss)</i>
7. <i>Managing commitments</i>	<i>Unclear and uncertain</i>	<i>Clear follow-through. Renegotiate if necessary</i>
8. <i>Feedback and coaching</i>	<i>Episodic and trying to fix the other</i>	<i>Continuous, and acknowledging intrinsic wholeness of everyone, always</i>
9. <i>Setbacks</i>	<i>To be avoided. Get rid of it fast</i>	<i>Embraced as a collective growth opportunity</i>
10. <i>Undiscussables & conflict</i>	<i>Avoid or fight each other</i>	<i>Lean in, discover underlying interests that transcend and include diverse positions</i>
11. <i>Hurt</i>	<i>Denying, blaming and judging</i>	<i>Acknowledge, process, amend and learn together</i>
12. <i>Departures & endings</i>	<i>Making it wrong, trying to hold on at all cost</i>	<i>Seeing team changes as part of natural cycle</i>

We often strategically engage change champions, beyond the LT, over time, to embed the new way in the org.





Our work is built on the following principles:



1. Keep it short & simple



2. Learn by choice



3. Hold up a mirror



4. Keep it real



5. Be compassionate



6. Help people help each other



7. Discover meaning together



8. Generate energy that lasts



9. Steadily build momentum



10. Work together



11. Be humble



12. Have fun

What can success look like by the end of the first 2-4 months of the work?

1 *Clarity & alignment*

- Team-wide articulation of “why” of team evolution
- Clear and aligned to From-Tos in mindsets and behaviors

2 *Energy & momentum to start working the new way*

- Awareness of and enthusiasm for the new way of working

3 *Emerging role models*

- Skills to role model and coach the new way

4 *Tangible Wins & Resilience*

- Having practiced the new way on high stakes, high impact business issues, the team will have had visible successes with the new way and learned to hold the line, moving together through setbacks

What clients are saying:



"This was different, it was very different. It was sort of a movement, something you felt in your heart, and you could see it in the way people were acting and speaking. They were using it, the skills, they were speaking it and using the language. Operating despite their fears... Our culture was thriving, like for the first time we were acting as a global team."

Terri Kingston

*Former Senior Business Manager,
Microsoft Consumer Customer Support*



"I feel Hylke's work helps you get to the level of your most authentic leadership and to tap into that to move big organizations through complex problems. When you do that, starting with the leaders first, and then expanding to every person in the organization, you geometrically multiply your collective power for great business impact."

Rene Yoakum

Chief People and Customer Officer, Remitly



"I am deeply impacted by Taming Your Crocodiles. I can speak personally and freely on this topic because this work has liberated me to lead more fearlessly at Microsoft and beyond."

Toni Townes-Whitley

CEO, SAIC, former President at Microsoft



"This work has produced a level of transparency and trust we had never before seen on the team."

John Rex

Former CFO Microsoft North America



We now also offer **Game-supported Events** & **Team Development Journeys**

as part of our team coaching offerings to help people and teams develop deeper **connection** to their **authentic selves, each other** and their **purpose** in a rapid way, that lends itself to be done **in-person, online and hybrid.**





Our games help teams rapidly create energy and trust.



Celebration

- Danny**
Your share helped me connect to...
My truth
- Annabel**
Your share helped me connect to...
My strength and vitality
- Tamara**
Your share helped me connect to...
Compassion
- Isa**
Your share helped me connect to...
Others' lives

Your share helps me connect to...

My truth	3
My strength and vitality	0
Compassion	0
Others' lives	1
Our purpose	2

What I learned from a recent challenge about being truthful is...

Next question

Question
A lesson thought by grandma or grandpa I still value today is...

A lesson thought by grandma or grandpa I still value today is...

0:54
Elise

We base our work on the latest insights in our field.



Taming Your Crocodiles was recommended as **one of the 10 best books on leadership** in 2018 by Bloomberg Business News.